ARMY RESERVE MAGAZINE

GLOBAL WAR ON TERRORISM CONTINUES

Lt. Gen. James R. Helmly Speaks Out on Change

An Outsider's Perspective

The Faces of Homecoming

ARMY RESERVE MAGAZINE

Since 1954.

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ON THE COVER

Army Reserve Sgt. 1st Class Malcolm Stone of the 75th Division (Training Support) pulls security on a joint combat patrol with an Iraqi platoon in Tallafar, Iraq. (PHOTO: MAJ. WAYNE MAROTTO)

Also on the cover: The yellow ribbon symbolizes our commitment to honoring those of our Army Reserve brethren who have fallen, those who are missing, and those who are serving around the globe. It will appear on each issue until they all come home.

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U.S.ARMY

News Briefs

CAR HONORS RETIREES WITH NEW RETIREMENT CEREMONY PROGRAM

For the first time in the history of the U. S. Army Reserve, Lt. Gen. James R. Helmly, Chief of the Army Reserve, has directed that all Army Reserve Soldiers, military technicians (MilTechs) and Department of the Army civilians (DACs) be given an opportunity to have a formal retirement ceremony at a location of their choice. Prior to this directive, units were not required to provide retirement ceremonies for Army Reserve Soldiers, DACs or MilTechs.

Helmly said he implemented the program to recognize and show respect for the sacrifices made by these retirees and their families.

"During this time of war on terrorism, it seems most fitting and appropriate that we pay tribute to those who have so selflessly dedicated so many years of their lives to the defense of our great nation," he said. "The timing is impeccable and the message is clear. Your service to our nation, your sacrifices and those of your families, your steadfast commitment to our national defense, and your suffering and hardships are greatly appreciated."

"Your service to our nation, your sacrifices and those of your families, your steadfast commitment to our national defense, and your suffering and hardships are greatly appreciated."

Helmly also noted that this recognition is an expression of his appreciation for those currently under his command. The program, named the Army Reserve Retirement Ceremony Program, includes Troop Program Unit, Active Guard and Reserve, Individual Mobilization Augmentee, and Individual Ready Reserve Soldiers, who are transferring into the Retired Reserve or onto the Army, United States Retired List. In addition, MilTechs and DACs who support or are assigned to the Army Reserve also are included under this program. All of the retirement ceremonies will be conducted during scheduled unit training assemblies.

For ease of use, the primary source of information for the program will be located at the United States Army Human Resources Command–St. Louis (HRC–St. Louis) Web site (**https://www.2xcitizen.usar.mil/**). The Web site will serve as the means to schedule retirement ceremonies. On the Web site, retirees will be able to either accept or decline participation in the retirement ceremony.

The process will work as follows. HRC–St. Louis will designate a link on their Web site for retirement ceremonies. The Regional Readiness Commands (RRCs) then will submit their annual schedule of monthly retirement ceremonies to HRC–St. Louis for posting on the Web site.

Army Reserve Soldiers will notify their chain of command of their intention to retire. DACs and MilTechs also must notify the supporting Army Benefits Center–Civilian in addition to their chain of command. The retiree must apply for retirement and, upon approval, elect to participate or not to participate in a scheduled retirement ceremony from the list of available locations.

There are two important points to remember. First, the retiree must request a ceremony at least 45 days prior to the date on which he or she wants to have the ceremony. Second, the retiree must attend a retirement ceremony that falls within one month before his or her retirement date and not later than six months after his or her retirement date. Helmly noted that the choice is the retirees' and the ceremony is for the retirees, but the privilege of sharing in honoring the retirees is the Army Reserve's.

"We must afford retirees the opportunity to participate in a retirement ceremony so we can bestow upon them the honors and privileges they deserve."

"Retirement ceremonies are a public display of gratitude and farewell on behalf of the Nation, the President, and the Army for years of faithful service, often at great personal sacrifice," said Helmly.

"We must afford retirees the opportunity to participate in a retirement ceremony so we can bestow upon them the honors and privileges they deserve. These ceremonies shall be conducted in an atmosphere of formality and dignity. Be assured that the dedication, sacrifice and professionalism displayed by retirees is recognized and truly appreciated," he added.

CAREER OPPORTUNITIES INCREASE FOR FULL-TIME ARMY RESERVE

The Army Reserve's Active Guard Reserve (AGR) Program has seen an increase of approximately 300 new assignment opportunities during fiscal year 2004. This increase comes as the result of ongoing efforts to add more full-time support to Army Reserve units.

An additional estimated 975 positions also will become available during fiscal year 2004 through normal attrition, according to officials at the U.S. Human Resources Command–St. Louis, Army Reserve Active Duty Management Directorate.

"The AGR Program is absolutely vital to the training and readiness of our units," said Lt. Gen. James R. Helmly, Chief of the Army Reserve. "AGR Soldiers now are deployed in Afghanistan, Iraq and around the world as an essential part of our Army, enabling mission accomplishment and executing important missions on behalf of the nation."

According to Helmly, the Army will continue to grow the AGR Program with the required skills necessary to transform the Army Reserve while at war.

"We need the best and brightest as AGR Soldiers, and I encourage all who are interested to apply to join their ranks," added Helmly.

"We need the best and brightest as AGR Soldiers, and I encourage all who are interested to apply to join their ranks."

AGR Soldiers serve in full-time, active duty positions in worldwide locations. They provide the day-to-day operational support needed to ensure the Army Reserve's units are ready to be mobilized when needed.

Established in 1979, the Program provides AGR Soldiers with the same benefits as their counterparts ' active Army. This includes ac pay and allowances, medical c. commissary and PX privileges, a full retirement after 20 years of active federal service.

In addition to a wide range of assignment locations, the AGR Program also offers officers, warrant officers and enlisted Soldiers the opportunity to serve in a variety of fields including transportation, human resources, military intelligence, finance, medical service, and recruiting. For a list of needed specialties and branches, visit **https://www.2xcitizen.usar.army.mil/soldierservices/programs/agr/agropp.asp**.

To learn more about eligibility requirements, available opportunities and to download an application packet, visit the AGR portion of the U.S. Army Human Resources Command Web site at **https://www.2xcitizen.usar.army.mil/soldierservices/programs/agr/agrprogram.asp** or call the command's communications hub at 1(800) 318-5298.

ARMY RESERVE HOPES TO IMPROVE RE-ENLISTMENT INCENTIVES

Retention in the Army Reserve is lagging behind goals for the first half of fiscal 2004, prompting service leaders to seek re-enlistment bonuses and more flexible sign up windows similar to those offered to active duty Soldiers.

From October 1, 2003, through March 31, 2004, the Army Reserve goal was to retain 8,020 Soldiers. A total of 7,494 Soldiers re-enlisted during that time, or 93.4 percent of the goal. The pace of retention is not appreciably different than in fiscal 2003, when 13,749 Soldiers re-enlisted — 93.3 percent of the year's goal of 14,730 Soldiers.

Although Army Reserve officials would like to see retention improve, the shortfall is not large enough to provoke alarm, said a spokesperson for the Army Reserve. However, the Army Reserve would like to introduce some changes.

For example, unlike active duty Soldiers, who can receive bonuses as high as $20,000 to re-enlist for three years, Army Reserve Soldiers are offered a maximum of $2,500 to enlist for three years, or $5,000 to re-enlist for six years.

In addition, while active duty Soldiers can receive a significant portion of their re-enlistment bonuses in an immediate lump sum payment — as much as $10,000 — Army Reserve Soldiers only receive their bonus money in equal increments over the period of re-enlistment.

Another factor that Army Reserve officials believe is affecting re-enlistments is the tighter window for Army Reserve Soldiers to decide to re-enlist. Active duty Soldiers become eligible to re-enlist one year before their contract expires. Army Reserve Soldiers, on the other hand, are not eligible to re-enlist until three months before that time. In fact, retention officials are not even allowed to discuss re-enlistment with Army Reserve Soldiers until the three-month mark when officials say most Soldiers already have made up their minds whether or not to leave.

Army Reserve leaders have asked the Army to consider changing these inequities in order to boost retention.

TWO NEW MEDALS AUTHORIZED FOR SERVICE IN GLOBAL WAR ON TERRORISM

A recent Presidential executive order authorizes the Department of Defense to create two new military medals for service in the Global War on Terrorism (GWOT). The **GWOT Expeditionary Medal** will recognize Soldiers who participate in an expedition to combat terrorism on or after September 11, 2001. This is limited to those who deploy as part of Operation Enduring Freedom.

The **GWOT Service Medal** will recognize service in military operations to combat terrorism also on or after September 11, 2001. However, it willbe limited to Operation Noble Eagle and to those Soldiers who provide support to Operation Enduring Freedom from outside the area of eligibility designated for the GWOT Expeditionary Medal.

The medals were recommended by Secretary of Defense Donald Rumsfeld "in response to our Nation's global efforts to suppress terrorism, and the significant contributions members of the Armed Forces bring to bear on the long-term resolution of this threat."

The GWOT Service Medal ... will be limited to Operation Noble Eagle and to those Soldiers who provide support to Operation Enduring Freedom from outside the area of eligibility designated for the GWOT Expeditionary Medal.

Specific eligibility for these medals will be established by Department of Defense award policy. The combatant commander has the authority to award the medals for approved operations to units and personnel deployed within his or her theater. Each service department will prescribe the appropriate regulations for processing and wearing of the medals.

Members of the U.S. armed forces are eligible for the medals to include Reserve Soldiers activated in support of approved operations. It will take up to twelve months to produce and stock the medals in department supply systems. Future authorizations for these medals will be considered and approved by the chairman of the Joint Chiefs of Staff if the war on terrorism expands.

Any questions regarding these awards should be directed to the Awards Branch at **Awards@hoffman.army.mil**.

CAS3 TO MERGE WITH OFFICER ADVANCE COURSES

The last class of the Combined Arms and Services Staff School (CAS3) graduated at Fort Leavenworth, Kansas, in May. Now, according to Army officials, CAS3 will be consolidated into the various branch officer advance courses. Depending upon the branch, a one-week combined arms exercise will be added to those advance courses, which now last anywhere between 18 and 20 weeks.

The change, planned as part of the Officer Education System transformation, originally was scheduled for fiscal year 2005. However, it has been moved up for operational reasons.

"With the Army at war, captains need to get back to their units," said Col. David Thompson, the CAS3 director at Fort Leavenworth. "This change will get them back to their units almost four weeks earlier."

Army Reserve captains may continue taking CAS3 at Reserve Forces Schools at least through the end of the fiscal year when existing courses finish. This is because the Reserve Component officer advance courses are shorter and do not include much combined arms curriculum.

The officer advance course for Army Reserve Soldiers may adapt into a two-week phase at a branch school and then a distance learning course, followed by a combined arms exercise.

Thompson said he envisions what is now the two-week resident phase of the Reserve Forces CAS3 becoming very similar to the combined arms exercise for active duty captains. The officer advance course for Army Reserve Soldiers may adapt into a two-week phase at a branch school and then a distance learning course, followed by a combined arms exercise. Elements such as problem-solving, staff interaction and briefings are expected to continue to be part of the program.

CAS3 traces its origins to the Army's 1978 Review of Education and Training of Officers Study, which recommended establishing a course to teach staff skills. Planning for CAS3 began in 1979, with the first class graduating in 1981.

CAS3 began full operations in 1982 with a nine-week program of instruction. In October 1996, the class format changed to a five-week program as part of the Training and Doctrine Command's effort to better integrate Captains Professional Military Education across the branches and schools.

The decision to establish a Reserve Component CAS3 was made in 1984. The first classes were taught in U.S. Army Reserve Forces Schools in 1986, and the program was fully implemented in 1991. Now, CAS3 will be combined with the officer advance courses.

"There should be little difference between the knowledgebase of CAS3 graduates and those who complete the new officer advance course with the additional combined arms exercise," added Thompson.

RESERVE COMPONENT CIVILIAN EMPLOYMENT INFORMATION PROGRAM

The Department of Defense (DoD) has instituted a new reporting system so that members of all seven Reserve Components can register their employers. According to officials, DoD decision-makers need to know the civilian employers and government agencies of the Department's approximately 1.2 million National Guardsmen and

Reservists in order to give them a better idea of who should and should not be mobilized for national emergencies.

The database, called the Civilian Employment Information (CEI) Program, is a way for all Guard and Reserve members to comply with the law that requires them to inform DoD who employs them and how they are employed when not performing military duties.

"This program makes it possible for Defense officials, including those responsible for mobilizing our traditional Guard and Reserve members, to know who can be called up for active military duty without jeopardizing the civilian forces responsible for safeguarding our country," explained David Chu, undersecretary of Defense for personnel and readiness.

...the Civilian Employment Information Program is a way for all Guard and Reserve members to comply with the law that requires them to inform DoD who employs them and how they are employed when not performing military duties.

Members of the Army Reserve will be able to enter their employment data on their existing personnel reporting systems. Reserve Soldiers must register ten specific data fields concerning their civilian employers and job skills to meet the requirements mandated by law.

The DoD must:

- ★ Give consideration to civilian workers — including emergency responders, such as police officers, firefighters and medical personnel — necessary to maintain the national health, safety and interests when considering which Reserve members should be called to active duty.
- ★ Ensure more members with critical civilian jobs and skills are not retained in the Reserve Components than are necessary to respond to emergencies.
- ★ Inform Reserve Soldiers' civilian employers of their rights and responsibilities under the 1994 Uniformed Services Employment and Reemployment Rights Act.

The information is expected to be another tool to help determine which units or members of the Individual Ready Reserve should be mobilized. Information about full-time employers also will make it possible for DoD officials to enhance employer support for the Guard and Reserve.

"The goal is to maintain a 95 percent accurate database for the Selected Reserve," explained Thomas Hall, assistant secretary of Defense for Reserve affairs, "and to maintain 75 percent accuracy for the Individual Ready Reserve database."

The law also requires all members of Reserve Components to notify appropriate Defense officials about any changes in their civilian employment.

According to officials, DoD knows that 13 percent of the Guard and Reserve work for the Federal government, and half of those are Federal military technicians. Additionally, surveys have shown that about 60 percent work in private sector firms, 20 percent work for state or local governments, and less than seven percent are self-employed.

Employees are considered full-time for CEI Program purposes if their employers consider them to be employed full-time. Self-employed personnel areconsidered full-time if they work for themselves an average of at least 30 hours per week.

The CEI Program will require all Guard and Reserve members to list on the database their employment status, their employers' names, their employers' complete mailing addresses, their civilian job titles, and their total number of years in their current civilian occupations. The requirement to provide CEI data is not a violation of the Privacy Act, but rather an extension of existing personnel data records and is covered under previous Privacy Act systems notices.

Unlike previous military service efforts to voluntarily gather employer data, registering employer data in the CEI Program is mandatory. Guard and Reserve members who knowingly fail or refuse to provide information, or who knowingly provide false employment-related information, may be subject to administrative action or punishment.

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HOOAH 4 HEALTH WEB SITE FOR RESERVE COMPONENT

Hooah 4 Health (H4H) is a Web-based health promotion and prevention program that addresses the personal health and fitness needs of the U.S. Army Reserve. Body, mind, spirit, environment, prevention, and family and lifestyle are among the primary areas covered in a user-friendly format at **http://www.hooah4health.com**.

Both the vision and implementation of the Army Well-Being Strategic Plan is captured throughout the modules on the Web site, which was launched in 2000.

...H4H includes an expanded section devoted to deployment-related issues, including resources and links to support organizations and services.

In addition and because of increased Army Reserve Component deployments, H4H includes an expanded section devoted to deployment-related issues, including resources and links to support organizations and services. Information on immunizations and family support resources, as well as medical readiness fact sheets, also is included.

Hooah 4 Health Logo

An interactive deployment globe contains background information on a variety of countries to which Soldiers are being deployed. In addition, TRICARE benefits and other issues concerning activation are covered extensively.

Military personnel from all services can earn retirement or promotion points by completing H4H's on-line correspondence course, the "HOOAH Challenge." The Challenge is one of the Army's first entirely digital correspondence courses, and is managed jointly by the H4H support team and the Army Training Support Center (ATSC).

After registering with ATSC, students are guided through course material and preliminary quizzes on the H4H site, returning eventually to the Army's distance learning site to take a comprehensive exam. Complete instructions can be found at **http://www.h4hchallenge.com/**.

New H4H features in 2004 will include a comprehensive fitness and nutrition diary system, a section focused on dental readiness, and an automated system for completing the Army Reserve Component's Annual Certification of Medical Condition.

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H4H is sponsored jointly by the U.S. Army Office of the Surgeon General, the U.S. Army Center for Health Promotion and Preventive Medicine, the Army National Guard, and the Office of the Chief, Army Reserve.

TRICARE RETIREE DENTAL PROGRAM (TRDP)

The TRICARE Retiree Dental Program (TRDP), authorized by Congress as part of the National Defense Authorization Act for fiscal year 1997, offers affordable dental benefits to the nation's uniformed services retirees and their family members. With its current enrollment of 750,000, the TRDP already is one of the nation's largest voluntary, all enrollee-paid dental program.

The TRDP is a national, combined fee-for-service/preferred provider program that offers enrollees access to any licensed dentist in all 50 states... [T]he mandatory enrollment obligation is only 12 months, after which enrollees can remain in the program on a month-to-month basis.

The TRDP is a national, combined fee-for-service/preferred provider program that offers enrollees access to any licensed dentist in all 50 states, plus the District of Columbia, Puerto Rico, Guam, the U.S. Virgin Islands, American Samoa, the Commonwealth of the Northern Mariana Islands, and Canada.

While enrollees may seek care from any licensed dentist in the service area,

optional benefits are available to those enrolled retirees and their family members who choose a participating dentist. Under TRDP, the mandatory enrollment obligation is only 12 months, after which enrollees can remain in the program on a month-to-month basis.

Normally, the waiting period for the full scope of benefits is only 12 months, after which 50 percent coverage for crowns, bridges, full/partial dentures, and orthodontics goes into effect. However, newly retired members of the uniformed services who enroll in the enhanced TRDP within 120 days after their retirement from active duty military service have a special opportunity to begin coverage with additional benefits normally subject to the 12-month waiting period.

Additional benefits normally subject to the 12-month waiting period include:

★ Cast crowns, cast restorations and bridges covered at 50%

★ Coverage for full and partial dentures at 50%

★ Orthodontic coverage for both adolescents and adults at 50%

Those who wait to enroll after the 120-day period will not receive these benefits until after 12 months of continuous enrollment in the TRDP.

These benefits are in addition to the immediate benefits of:

★ Two cleanings in a 12-month period

★ An allowance toward payment for tooth-colored fillings on back teeth

★ Dental accident coverage

★ Additional diagnostic and preventive services

The program carries a $50 per person, per year deductible, but also includes a family cap of $150 and an annual maximum amount of $1,200 against which preventive and diagnostic services are not counted. Coverage for these services, as well as for basic restorative services, periodontics, endodontics, oral surgery, and dental emergencies is available immediately on the effective date of coverage.

Crowns, bridges, full and partial dentures, and orthodontics are available after only 12 months of continuous enrollment.

Eligible retirees and their family members can find answers to their questions about the program, as well as enroll, using the dedicated TRDP Web site at **http://www.trdp.org**, or by calling toll-free 1-800-838-8737. AR

At Ft. Dix, N.J., CSM Michele S. Jones, Command Sergeant Major of the Army Reserve, helps distribute sports bras to female Army Reserve Soldiers scheduled for deployment in support of Operation Iraqi Freedom. The bras were donated by Hanes to the USO for distribution to Guard and Reserve Soldiers.

PHOTO: UNKNOWN

Lt. Gen. James R. Helmly
SPEAKS OUT
On Change

April 30, 2004

Army Reserve Magazine (ARM): Is the process still on track for getting to the future force you envision?

Lt. Gen. James R. Helmly (Helmly): The answer to your question is "Yes." However, the process is being continually refined. Most people think you simply develop a plan to an infinitesimal level of detail and then you implement it — sort of like when General Motors announces it has a new car. The car is on the production line and you can go down to your dealer tomorrow and order it. That's not the way we operate here. We have changed the way we change. We try hard not to spring surprises on people. So we tell people the direction we are moving in general terms, and then we start moving in that direction, developing the details as we go along and mindful, on a daily basis, that we have a mission to accomplish. That's why I often describe the process as one in which we are building an airplane while it is flying. It is high adventure and it is very, very hard work.

ARM: Is it further complicated by the fact that we're in the middle of prosecuting a war, which obviously takes up a tremendous amount of organizational energy?

Helmly: I think it's worthy to note that the most dramatic, large scale, transformation of the United States Army occurred at the beginning of World War II. It's relevant because, in 1939, we still had horse cavalry, and people were writing in military magazines that infantry could not fight in conjunction with tanks. Also, the age of the bureaus and the Pentagon was alive. The bureau chiefs and generals controlled everything. They were the czars of given functional areas.

But we took the energy and urgency associated with the war and used it as the driving force to create change. And we exited that war five years later with the largest, strongest land combat force on the planet with an integral air force set to be a separate branch of service, with nuclear weapons, with concepts for joint and combined warfare that previously had never been discussed, and with a mechanized force that had armor and infantry fighting together

So, this has been done before, and it is our intent to use the energy and urgency associated with the war to force change. We're going to change this organization. Can it be done? Certainly! We will gain credibility as an institution that has the courage to change itself.

ARM: Where do we stand on the reshaping of the management structure, in particular, with respect to RRC reduction?

Helmly: I need to say something up front here. Throughout the culture of the Army Reserve, people have always referred to things as "my" command, "my" slot, and "my" job. It is that kind of thinking that has led people to ask, "What happens to me?" whenever a change is discussed. The message for every Soldier and leader is that their first thought should be for the organization and its people. Not "me." I want the message driven home to every leader who populates our ranks, that this is not "yours." You are part of an institution, and the institution owes you loyalty and concern. You will have a position. You are a valued member. But we will be taking what you have been comfortable with and changing it.

The message for every Soldier and leader is that their first thought should be for the organization and its people. Not "me."

So, the first thing we did here was change the name of the Regional Support Commands to Regional Readiness Commands (RRC) to drive home the point that they are there to create and produce trained, ready units and Soldiers. And, while it might seem we are just changing from being a Chevrolet to a Ford, the intent goes much deeper. Rather, we are going from a ground vehicle to an airborne vehicle if you want to use that analogy.

We plan to go from ten CONUS RRCs to seven. Each of those seven commands will be much more robust. As an example, they will have two brigadier general deputies vice one. They currently have a colonel assigned as the deputy commander for readiness and training. Also, each command will have a deputy for management and support — the former command executive officer… So, the line up will include a major general in command, two brigadier generals as deputies (one for support and one for operations), and two full-time senior people (a colonel and a GS14/15), one for operations and one for support.

ARM: The Army Reserve is planning some major force structure changes. What is that going to mean to the Soldiers? Will they still have a place in the Army Reserve or are they going to be left out in the cold?

Helmly: Any leader in the Army Reserve who leaves a Soldier "out in the cold" will be fired. Soldiers are too valuable to "leave out in the cold." That kind of behavior is over. I want Soldiers retained in the Selective Reserve where we can train them and provide them the support they need to grow and develop as leaders. Between fiscal year 2005 and 2007, we are going to inactivate 35,000 spaces worth of structure. Now, structure is different than end strength. That's important to note. Today, our problem is that our structure is larger than our strength. So, we are not even authorized the number of Soldiers it takes to fill out our structure (units). The end result is that we have a hollow structure that isn't capable of accomplishing their assigned missions.

So, we're going to inactivate 35,000 spaces worth of structure — that is, units. In turn, the challenge will be what to do with those Soldiers. Where are we going to reassign the Soldiers? Well, we're going to use ten percent of our end strength, or 20,500 spaces for a Trainees, Transients, Holdees and Students (TTHS) account. That means, when a Soldier is unready for a period of six months or longer, we will account for him or her in the TTHS account.

Simple case in point. Today, we recruit between 18,000 and 20,000 non-prior service young men and women each year. Every one of them is assigned to a unit while they are in Basic and AIT or split option. However, they count against the unit and they block a position. Another case in point... a Soldier comes from active duty and is not MOS-qualified. He or she is blocking a position that counts against the readiness of the unit.

What we intend to do is to account — not assign, but account — for those Soldiers in TTHS while they are getting ready, being trained or being administratively processed. This will open up a space in the unit, and we can then authorize to fill the unit.

Now, what do you do when the Soldier comes back, trained and ready, and the slot is filled? Well, we just double slot them. That's my problem, not the unit commander's problem. My responsibility is to manage the force. The unit commander's responsibility is to lead the unit. That is how we are going to give the unit commanders people who are ready to conduct collective training prior to mobilization. And it is how we will man all units at P1 level with duty MOS-qualified and deployable Soldiers.

People need to start leading, and that is where the real change is going to come in this organization. We're going to hold people accountable.

We also are instituting a Delayed Entry Program (DEP). That means we will account for the young people being recruited by the Army Recruiting Command (USAREC) who are waiting to go to Basic Training in the DEP.

The challenge here, first of all, will be explaining the system to people because it all appears rather complex and intricate. The second — and perhaps greater — challenge will be getting the full-time staff to change the way we support, manage and train these Soldiers. That's the real challenge because I'm getting a lot of push back from those who say, "Well, I've never done this before. I don't know how to do this."

People need to start leading, and that is where the real change is going to come in this organization. We're going to hold people accountable. We're holding them accountable today and, if they don't measure up, we will be getting rid of them. That is where the real difference in this organization is going to come. It's going to come in the culture.

ARM: Following up on your response, what is your assessment of leadership these days? Are the commanders pulling their weight on this?

Helmly: Leadership is the bedrock of success in any endeavor involving more than one person. It has been said that "The art of leadership, the art of command… is the art of dealing with humanity." Effective leadership is the essential ingredient to changing the Army Reserve, into making the Army Reserve a better performing military organization. Just as the changes that we've discussed here are necessary for the Army Reserve to fulfill its purpose, our mission, so too is change in how we grow leaders in the Army Reserve. There are many things we do daily across our Army, but there are two we must do with exacting quality — Train Soldiers and Grow Leaders. For most of its history, the Army Reserve has relied principally on Army training courses and individual initiative to develop leaders. While individual initiative will remain essential we must develop and execute an active program to develop leaders. That includes professional military education, developmental assignments, individual study, and an active coaching and mentoring program. There are far too many officers and NCOs "wearing the rank" in today's Army Reserve who are not leading! We must grow and continuously strengthen a class of leaders. I am looking for a class of innovators who dare to ask the questions others are afraid to ask. Leaders of character and competence are able to lead others through the crucible of combat and able to provide vision and direction to continuously move the organization ahead. (Ed. Note. The next edition of *Army Reserve Magazine* will outline the U.S. Army Reserve Leadership Campaign Plan that has been developed in 2004, the Year of the Leader in the Army Reserve.)

ARM: You have talked about changing the "culture", what do you mean?

Helmly: We are changing our culture to instill a warrior ethos that says every Soldier is a warrior. Leaders don't come first. Soldiers come first. We're here to serve our Soldiers. We're here to train for war. This is not going to be a second job. That requires a different mindset.

It is true that our Soldiers will continue to be reliant on their civilian occupations and professions for their primary life sustenance. We don't plan on having an Army Reserve where every Soldier is on active duty every day. If you did that, you would be part of the regular Army. However, it is our intent that our institution undergoes a deep culture change where we start producing readiness.

It requires that we change the way we think about ourselves. We have to change from a culture that assumed we would be mobilized only for a huge war to supplement or reinforce the active component to one that understands that, "we are a complementary force and we will mobilize Soldiers by practice. That is where the reshaping comes into play. We must begin to manage the force in a predictable and practiced manner so that our Soldiers have some predictability about when they are likely to be mobilized.

So, we've come up with a "one in five" mobilization ratio in force planning. We are setting up Army Reserve Expeditionary Force packages. Each package contains some

number of units, each of which will move through a progressive cycle over a five-year period. In Year Five, you essentially will be in a refit, reconstitute, reset mode for individual training, retirements, reassignments, etc. You then move into Year Four, where you begin training the unit at a smaller level. In Years Three and Two, you begin to set the unit, validating it at the highest level of organization. Finally, in Year One, the unit trains to sustain itself at the highest readiness levels. It is resourced to that level and it must be prepared to mobilize with 5 days of initial notification.

What happens if you don't get mobilized? Well, we don't control mobilization. Mobilization is based on national requirements. If a Soldier doesn't get mobilized during the year they are in Package One, then they go to the back of the pack and start the five year cycle all over again.

ARM: We have had talk that the pace of activity right now, with its back-to-back mobilization and extensions of mobilized service, is starting to hurt the ability of the Army Reserve to recruit and retain good people. Do you agree with that and, if so, what are you doing to alleviate that problem?

Helmly: We have what we have. The nation is at war. The Army is at war. There is a lot of stress and strain. While you can complain about the nature of things, the truth is that there is no silver bullet to make it all go away. When you are at war, the only way you make the enemy go away is to defeat it. That is why we are changing to go to full-up units and to Expeditionary Force Packages to manage the pace of mobilization.

A leader takes hold of a situation, assesses what he's got, puts his first emphasis on his Soldiers and their mission, and proceeds to tell them what he can do to help them while accomplishing their mission.

Obviously, if we had nobody mobilized and no requirement to mobilize, this would all be a lot simpler. But I have got to restructure the force, change the command and control structure, take units down, reassign Soldiers, and simultaneously mobilize units. So, there's going to be some ugliness. There are going to be some missed signals. And that is why there needs to be so much emphasis on leadership.

A leader takes hold of a situation, assesses what he's got, puts his first emphasis on his Soldiers and their mission, and proceeds to tell them what he can do to help them while accomplishing their mission. Then, if he has things that need to be changed, he takes those things offline to his chain of command and puts pressure on them to provide a fix.

Now, the Army Reserve as an institution historically has blamed any failures on the active component. We're changing that. If you're a leader in this organization, then your responsibility is to go to the appropriate place to get things fixed and to apply appropriate pressure. We're doing that.

Right now, recruiting is okay. We are a little behind in our retention goals for the year. We sent forward to the Army about ten or twelve changes we want made to retention policies. For example, today, when an Army Reserve Soldier wants to re-enlist, he or she has to be within 90 days of ETS to get a bonus. We want to be able to pay a bonus within a year of ETS the same as with an active duty Soldier.

Second, we want to be able to pay our Soldiers more than one re-enlistment bonus during a 20-year career. Third, we believe that the forthcoming National Defense Authorization Act will contain the authority to pay a targeted selective reenlistment bonus (TSRB). The TSRB is the $5,000 or $10,000 re-enlistment bonus that you can pay Soldiers if they re-enlist while in the theater of operations — Kuwait, Iraq or Afghanistan. Finally, we've requested authority to be able to pay a re-enlistment bonus for AGR NCOs. There are others that need to be changed to enable us to have an effective retention program for the Army Reserve and we have forwarded over 20 proposals to the Army leadership.

We are at war, and wars are deadly serious in every way. So, if it's the right thing to do, you've got to be prepared to rock the boat.

ARM: How successful have you been in getting these things pushed through the system? Do you think you will be able to rectify these issues that you've identified?

Helmly: Well, you simply need to do what you need to do. It was no easy piece of cake getting the regulation changed so we could promote mobilized Soldiers. I simply did what I felt I had to do at this level to get that accomplished. I did something about it.

We are at war, and wars are deadly serious in every way. So, if it's the right thing to do, you've got to be prepared to rock the boat. AR

End Part I
To Be Continued in the Next Issue

MESSAGE FROM THE CHIEF, ARMY RESERVE

I have received a great deal of correspondence asking questions about service and duty in the Army Reserve and the uncertainty of the current war. Because of the sincerity of such questions and my equal sincerity in wishing to address them in a way that will satisfy the questioners without my appearing indifferent, I've been searching for a better "answer."

The following is a quote from a previous Commander-in-Chief from a time of crisis at the beginning of another era — the Cold War. I believe President Kennedy's answer is relevant to our situation today.

Question: Mr. President, at some of our military camps, there have been demonstrations by mobilized Reservists, including in one case an attempted hunger strike. I wonder if you couldn't comment on these demonstrations, and couldn't give the Reservists some notion of when they might be released.

The President: Well, I understand the feeling of any Reservist, particularly those who may have fulfilled their duty and then they are called back. They see others going along in normal life and, therefore, they feel 'How long are we going to be kept?'

We will release them at the first possible date consistent with our national security. They were called up because of the crisis in Berlin and because of the threats in Southeast Asia. And I do not think that anyone can possibly read the papers and come to the conclusion that these threats do not continue. There is no evidence that we are going to quickly reach a settlement in either one of these areas.

These Reservists are doing an important job. In my judgment, the fact that they were called up, the fact that they responded, has strengthened the foreign policy of the United States measurably since last July and August.

Now, secondly, there is always inequity in life. Some men are killed in a war, and some men are wounded, and some men never leave the country, and some men are stationed in the Antarctic, and some are stationed in San Francisco. It's very hard in military or in personal life to assure complete equality. Life is unfair. Some people are sick and others are well.

What I do hope is that these people recognize that they are fulfilling a valuable function, and that they will feel, however humdrum it is and however much their life is disturbed and the years have been yanked out of it, they will have the satisfaction afterwards of feeling that they contributed importantly to the security of their families and their country and at a significant time.

President's News Conference
Washington, D.C., March 21, 1962
From *Let the Word Go Forth, The Speeches, Statements and Writings of John F. Kennedy, 1947–1963*

An Outsider's PERSPECTIVE

Reporter Embedded in a Dream

PHOTO: THE MG NEWS PUBLISHED BY MEDIA GENERAL

Reporter Tiffany Craig with WKRG-TV, Mobile, Ala., at the Kuwait/Iraq border just moments before traveling into Iraq.

By Tiffany Craig, WKRG-TV
Reprinted with permission of The MG News, Published by Media General

Reporter has passport and will travel. Those six words changed my life. I was the first reporter at WKRG-TV to volunteer to go to Kuwait and Iraq. Melvin Todd was the first photographer to do the same. Being plopped in the desert was nothing new to me because my parents have lived in Saudi Arabia for almost 20 years. But having to get eight different shots, for everything from Tetanus to Rabies, almost made me back out.

We would be embedded with the Army Reserve's 375th Transportation Group. Their commander thought bringing a TV crew would be a good morale booster for the troops. That unit tracks and coordinates the movement of Soldiers and supplies in and out of Iraq. We wanted to give our Mobile, Alabama, viewers the story of the Citizen Soldier.

TRAINING TROUBLES

First, we did training and stories at Fort Stewart, Georgia. We were in huge barracks with community bathrooms and no privacy. I called the station every day and complained about the conditions to anyone who would listen. We got up before the sun each day and spent hours following the troops. We participated in everything from going through a gas chamber to throwing dummy grenades. We both tried and I failed miserably, confirming what I knew all along. I was never meant for the military. I still get teased for not being able to get my gas mask off when everyone else did.

I had to thump myself a few times a day because it all felt like a dream. The Army issued us all kinds of gear — desert boots, uniforms with our names printed on the pocket, and heavy armor that is like a workout to wear.

Back to Mobile. We were prepared and we were on hold. For those of you not familiar with the military, they hurry up and wait a lot. In late January, we finally boarded a commercial flight bound for Kuwait City. It took about 20 hours and reminded me a lot of trips to see my parents. But this time, I didn't have a hot bath and hug from mom waiting.

Melvin and I would be on the ground for two weeks, and the clock started ticking. We stayed with thousands of Soldiers at Camp Arifjan just outside Kuwait City, and we did everything with them. We were crammed into a coed warehouse that housed more than 300 people. Lights on at 6 a.m., lights off at 11 p.m. No one had to wear any protective gear and the danger felt far away. I called my parents in Saudi, my sisters in the States, and the station as much as I could. The station was more worried about me than my family. My family knew I was living out a dream.

CLOSE TO DANGER

One day we went on a "Windshield Tour" to see the main supply route that the convoys travel. We had to wear all our protective gear and shot most of our video out the window. I was a little nervous as we drove across the border into Iraq. We had to travel 100 mph through many parts of the desert and whizzed past bombed out homes and wreckage everywhere. It was the closest I ever got to any danger, and it made me want more.

"We had to travel 100 mph through many parts of the desert and whizzed past bombed out homes and wreckage everywhere."

My goal before leaving was to get all the way to Baghdad. I begged the commander, and he agreed. The rule was that, if we could get seats on a military aircraft, we could go. Unfortunately, we kept getting booted off planes because Soldiers needed the space. We never made it to the heart of Iraq, and I was devastated at the time. I felt like the best story of my career was just an arm's reach away, but I couldn't reach my fingers far enough to get it. We returned to Mobile with ten stories and they all aired during sweeps. It took some time to get over the jetlag and the disappointment of not going to Baghdad. One night, I was tossing and turning in my comfortable bed in Mobile when I realized that I did get the best story after all. I gave hundreds of military families peace of mind, even if only for a few minutes at news time.

To see Tiffany Craig's coverage, visit **http://www.wkrg.com** and click on "Embedded with the 375th." AR

WKRG photographer Melvin Todd prepares to shoot video just prior to entering Iraq.

PHOTO: THE MG NEWS PUBLISHED BY MEDIA GENERAL

The Faces of HOMECOMING

Units:

1st Armored Division Detachment (Rear Operations Center)

280th Rear Operations Center

299th Engineer Company

307th Military Police Company

320th Military Police Company

340th Military Police Company

458th Engineer Company

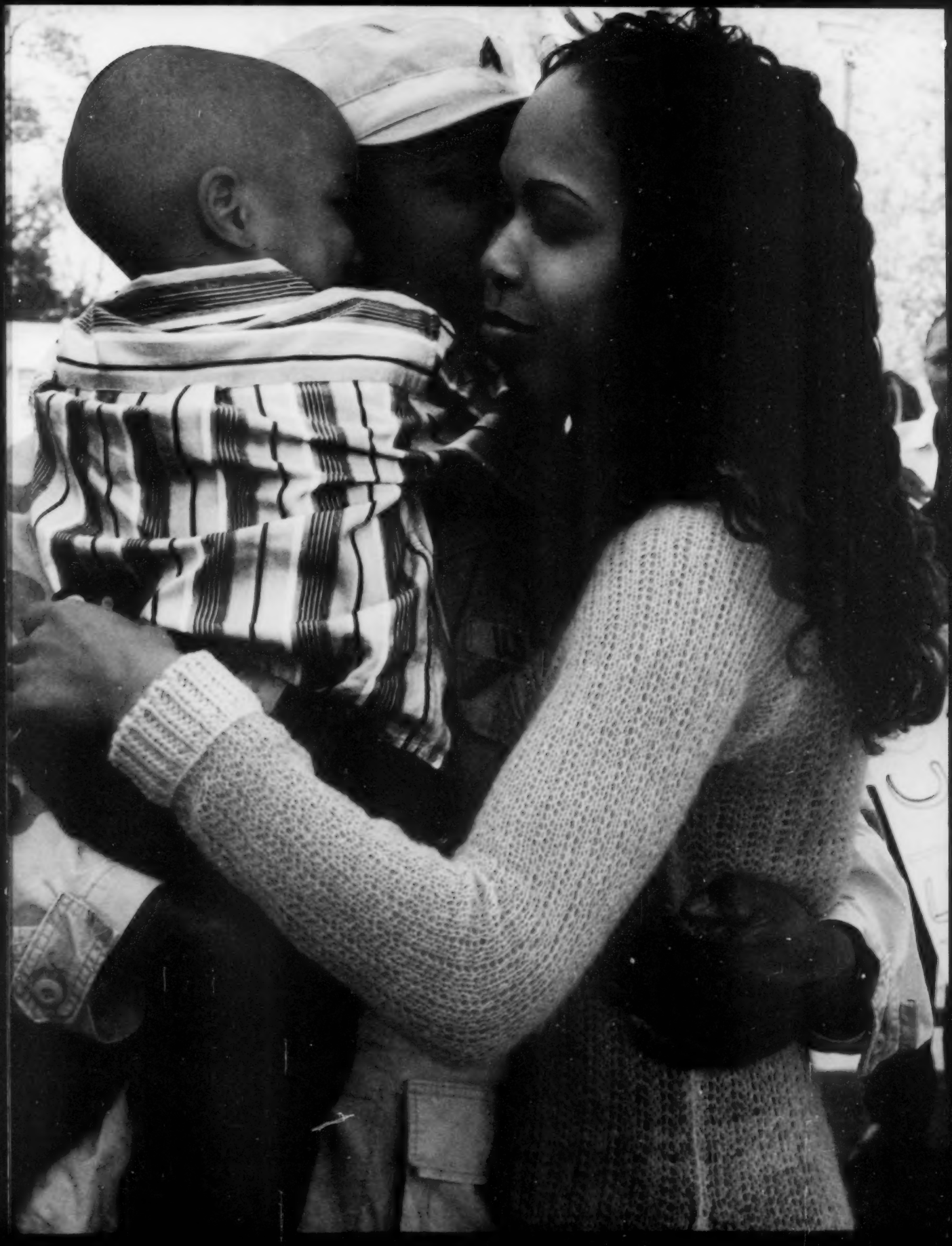
459th Engineer Company

465th Transportation Company

468th Chemical Battalion

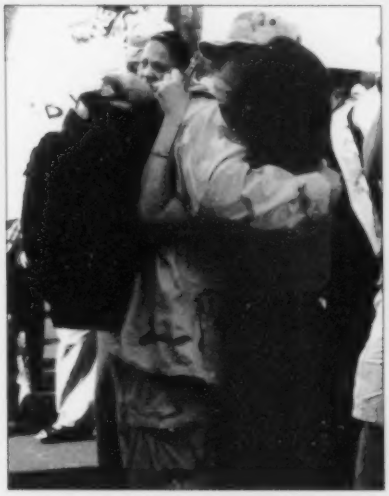
PHOTOS COURTESY OF: JACK GORDON, 99TH RRC PUBLIC AFFAIRS SPECIALIST; SGT. 1ST CLASS MARTH REYNA, 7TH ARCOM PAO; LT. COL. JON DAHMS, 7TH ARCOM PAO; CAPT. LORA NEAL, 90TH RSC PUBLIC AFFAIRS OFFICE

U.S. ARMY



U.S. ARMY

WELCOME HOME
BOBBY



UPDATE ON OPERA

Army Reserve Sgt. 1st Class Malcolm Stone of the 75th Division (Training Support) pulls security on a joint combat patrol with an Iraqi platoon in Iraq.

Never before have Army Reserve Soldiers been asked to do as much as they are doing today. Once thought of as a "Force in Reserve," a force that drilled one weekend a month and two weeks in the summer, the Army Reserve today is a critical and vital element in today's Army.

Increasingly, Army Reserve Soldiers are being called upon to help carry the weight of fighting and winning our nation's wars. Just as the generation of World War II answered the call to service, the Soldiers of the Army Reserve are being called upon today to sacrifice in defense of our nation in the Global War on Terrorism. Below are some of their stories.

75TH DIVISION TRAINING IRAQI ARMED FORCES

Amid a backdrop of mortar attacks, fire fights and Improvised Explosive Devices, the first of a number of 75th Division (Training Support) Advisory Support Teams is schooling hundreds of Iraqi soldiers in leadership, soldiering skills and unit tactics as part of the Coalition Military Assistance Training Team (CMATT).

Hailing from Houston, Texas, the 75th has been mobilized since 2003. Most of the deployed team members are volunteers and have infantry or combat arms experience. Additionally, most have served on active duty and many served during Operation Desert Storm.

TION IRAQI FREEDOM

The first team of Army Reserve Soldiers from the 75th, led by Maj. Robert Chandler, CMATT Battalion Advisory Support Team Chief, and Master Sgt. Richard Howard, non-commissioned officer in charge, currently is located at Fort Tallafar, Iraq. The Fort previously was used by Saddam Hussein as a prisoner of war compound to house captured Iranian and Kuwaiti soldiers.

Upon arriving at the Fort, the Soldiers of the 75th immediately began repairing and renovating buildings in order to improve living conditions for themselves and the Iraqi soldiers residing and training there. They also instituted more stringent security measures. In addition, they agreed to enjoy the same meals as the Iraqi soldiers.

"A typical breakfast consists of a mashed up hard-boiled egg, a white soup-like substance, and bread and cream," said Chandler. "For lunch and dinner, the Soldiers are given the choice of chicken with rice or rice with chicken," he added with a smile.

All of the members of the team understand the importance of their mission. According to Staff Sgt. James Mitchell of the 3rd Battalion, 381st Regiment, 2nd Brigade, who served two years on active duty with an infantry unit but never before had been in a combat zone, being part of the CMATT mission represents a good opportunity to help empower the Iraqi people to defend themselves.

"In the first month of training, we put the Iraqis through Military Operations in Urban Terrain (MOUT) training, close-quarter combat training, patrolling techniques and formations, tactical checkpoints, and individual movement techniques," he said. "All of this training is being put to good use when the Iraqis and 75th Division Soldiers go on patrols with the 2nd Infantry Division Stryker Brigade Combat Team. It also helps the Iraqis take control of their destiny."

To ensure training progress, the Soldiers from the 75th regularly accompany the Iraqis on both day and night patrols in the local village and terrain surrounding the Fort.

Capt. Barry Starr of the 3rd Battalion, 289th Regiment, 2nd Brigade, whose role in the CMATT is coaching, teaching and mentoring his counterparts on how to keep track of personnel and equipment, said he volunteered for the mission because he "believes in his country and the decisions being made."

Capt. Barry Starr of the 3rd Battalion, 289th Regiment, 2nd Brigade, said he volunteered for the mission because he "believes in his country and the decisions being made."

Starr also trains the Iraqis on the weapons qualification ranges. One of his first goals was to have the Iraqis sign for equipment and weapons, as well as have accountability formations — all of which represented new concepts for the Iraqi army.

"We do not dictate particular procedures to the Iraqis, but we do make suggestions to them," he said. "They always appear eager for, and appreciative of, any advice we offer."

Another team member, Sgt. 1st Class Malcolm Stone of the 3rd Battalion, 381st Regiment, 2nd Brigade, and a veteran of Operation Desert Storm, said he volunteered "to help out the Iraqi nation and to help get American Soldiers home faster."

"I also am helping a nation get stronger," he added.

Although the mission inherently is dangerous, all of the Soldiers agree that the mission is perfect for the Army Reserve Soldiers of the 75th Division.

"I believe this is the exact mission we should be doing. We are a training support division. We train Soldiers," said Chandler.

315TH PSYOPS COMPANY MAKES CONNECTIONS WITH LOCAL COMMUNITIES

Army Reserve Soldiers from the 315th Psychological Operations Company from San Jose, California, part of Task Force 1st Armored Division, are pushing out into various Iraqi communities to ensure the Iraqi people hear and see the truth about what is happening in their country.

"Today, we went out and distributed copies of *Baghdad Now* and the new *Next Generation* posters," said Maj. John A. Grench, PsyOps operations officer for the 1st Armored Division. "It's important to inform the Iraqi people of the Coalition forces' intentions. We are doing this by distributing educational materials and communicating face-to-face with local residents."

Baghdad Now, published every two weeks, informs residents about events going on within their country, as well as provides news about their own neighborhoods. It is written in Arabic and English by Iraqi journalists, and also contains news from the neighborhoods' military leaders. The paper highlights the accomplishments of Coalition and Iraqi community members in rebuilding the country.

PsyOps' newest communication tool is the *Next Generation* posters. The *Next Generation* posters depict representatives from the new Iraqi security forces — Iraq Police Services, Force Protection Services, Iraqi Civil Defense Corps, and the New Iraqi Army. These posters are hung in local shops and businesses to acquaint local residents with their own Iraqi security forces.

Both *Baghdad Now* and the *Next Generation* posters are tools used to break through language barriers and quickly spread vital, accurate information. However, according to Grench, nothing is as effective as personal contact.

"Building bridges is one of the primary goals for PsyOps."

"Building bridges is one of the primary goals for PsyOps," he said. "By talking to people and gaining perspective in a local area, we are able to build an overall picture of the region. After identifying problems, concerns and misinformation, we can come back and begin to address them."

Even given all of the misinformation circulating throughout Iraqi communities, Grench believes the overall attitude of the Iraqis toward Coalition personnel is very positive.

"Most of the people we meet feel good about U.S. forces," added Grench. "There is only a small percentage out there who are somewhat put off by Soldiers. But that is mainly because they do not know how to react to us. Those people have had very little contact with U.S. forces. Therefore, they have a tendency to quickly latch onto anything they hear. That is why we are here. To make sure they hear the whole story."

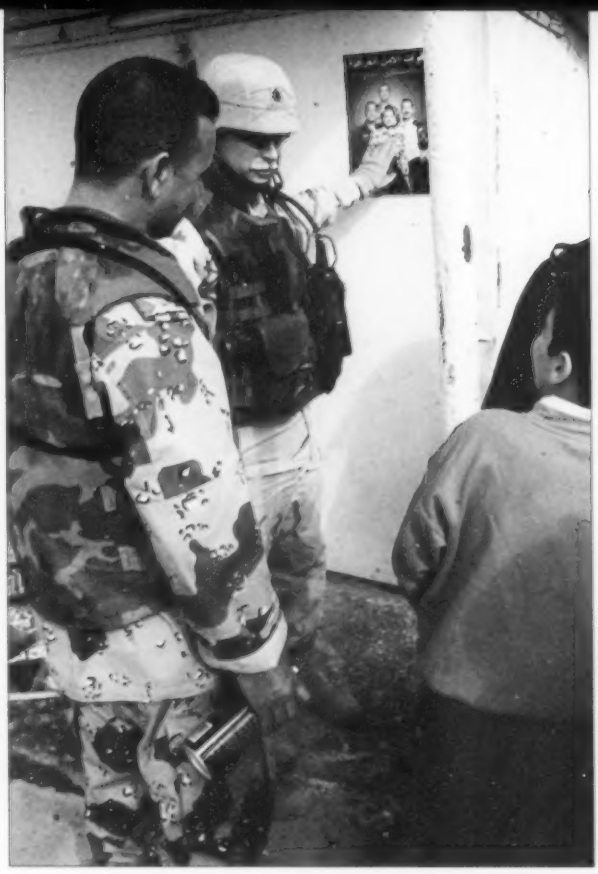


PHOTO: SPC. CHAD D. WILKERSON, 372ND MPAD

Maj. John A. Grench, PsyOps operations officer with the 315th Psychological Operations Company, an Army Reserve unit from San Jose, Calif., affixes a *Next Generation* poster to the wall of a business, as local residents look on.

With a circulation of more than 750,000 copies, *Baghdad Now* is reaching more Iraqis than ever before. And distributing the paper keeps PsyOps forces busy in the streets, allowing them to maintain contact with the people.

"I was happy to participate in the liberation of Iraq, and now I am happy to participate in the country's rebuilding," said Grench. "If there is one thing I have learned, it is that these people are no different from our own people. We have the same problems, troubles, worries and fears. Over time and with our facilitation, I hope they will learn to help themselves and to take advantage of the new opportunities before them."

354TH CIVIL AFFAIRS BRIGADE WRAPS UP BAGHDAD MISSION

The 354th Civil Affairs Brigade concluded its role in rebuilding Iraq during a transfer of authority ceremony held in February. The 354th, an Army Reserve unit from Riverdale, Maryland, provided civil affairs command and control in the Baghdad area of operations for the 3rd Infantry and the 1st Armored Division.

The brigade was comprised of the 490th Civil Affairs Battalion, the 422nd Civil Affairs Battalion and the 414th Civil Affairs Battalion.

The 354th worked with the 3rd Infantry and 1st Armored Division's maneuver brigades, the Government Support Team, the Coalition Provisional Authority, various international and non-governmental organizations, and the Iraqi Assistance Center and Iraqi citizens to accomplish its mission.

"The brigade played a major role in many operations throughout their year here," said Brig. Gen. Martin Dempsey, commanding general of the 1st Armored Division. "They brought life back to Baghdad, a city of 5.5 million people. They should be very proud of their accomplishment here."

A few of the missions accomplished by the brigade included the re-establishment of port operations and the creation of the Oil-for-Food distribution system in the Iraqi port of Umm Qasr. The brigade also helped establish the Iraqi Business Center, restore the Baghdad Zoo, recover museum artifacts, assess the conditions of public hospitals, and re-supply healthcare facilities with medical equipment and supplies.

According to Dempsey, the brigade helped set the people of Baghdad on a course toward freedom.

"You have made the world safer for your own families, and you have made this part of the world safer for future generations of Iraqis," he said. "I am proud to have had the opportunity to serve with you in Iraq."

The brigade turned over its operations to the 350th Operational Planning Team.

"I can assure you that you will see only continued improvement in your civil affairs force," said Col. Jeffrey A. Jacobs, commander of the 354th Civil Affairs Brigade. "We are not home yet, although we have completed our mission with the 1st Armored Division. We still have a continuing mission, and we will proudly wear the Old Ironsides' patch on our shoulders."

"The brigade played a major role in many operations throughout their year here. They brought life back to Baghdad, a city of 5.5 million people. They should be very proud of their accomplishment here."

368TH ENGINEER BATTALION BRINGS COLLEGE COURSES TO THE FIELD

Some Soldiers are discovering that they don't need to put college plans on hold until after their Operation Iraqi Freedom deployment. According to Capt. Michael Malone, adjutant for the 368th Engineer Battalion, an Army Reserve unit from Londonderry, New Hampshire, Soldiers with a master's degree can teach undergraduate courses in the field after they have been accredited to teach.

Malone, a software expert from San Jose, California, researched how to get classes running for Soldiers stationed abroad and found out about the teaching program.

"I called the Camp Doha education center and found out what it would take to teach. Basically, it took a master's degree and filling out a form, which was sent to a satellite branch of the University of Maryland in Germany for accreditation," explained Malone, who is vice president of software integration for Star Technologies, Inc. in Silicon Valley.

Col. Jeffrey A. Jacobs, commander of the 354th Civil Affairs Brigade, Task Force 1st Armored Division, during a recent transfer of authority ceremony.

Capt. Michael Malone, adjutant for the 368th Engineer Battalion, an Army Reserve unit from Londonderry, N.H., talks to a couple of students about the finer points of networking.

PHOTO: STAFF SGT. NATE DRME, 3RD PERSONNEL COMMAND PUBLIC AFFAIRS NCO

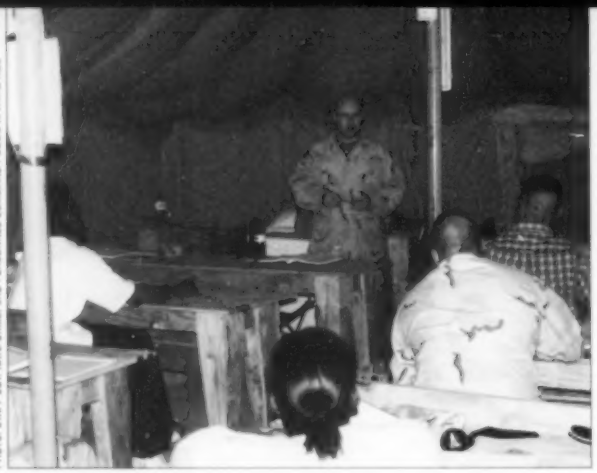


PHOTO: STAFF SGT. NATE DINNE, 350 PERSONNEL COMMAND PUBLIC AFFAIRS NCO

Capt. James DeFeo, an intelligence officer with the 368th, teaches ethics and criminal justice to students in a tent.

With his accreditation in hand, Malone worked with other Soldiers to build some tables and benches out of plywood. They also erected a tent, and then began the process of signing up Soldiers.

"We worked with the University of Maryland to set up registration in the community center. The first semester we signed up roughly 99 percent of our battalion, or approximately 100 students. This semester, we posted a flyer and got about 200 students," added Malone. "We will be putting on ten classes this quarter, and we've also recruited other teachers. Capt. DeFeo, for example, will be teaching a course on ethics and criminal justice this semester."

Capt. James DeFeo, an intelligence officer with the 368th, is a police officer in his civilian career and has a master's degree in criminal justice.

> "We will be putting on ten classes this quarter, and we've also recruited other teachers."

Most classes are worth three credit hours and last eight weeks. Classes are held twice a week for three hours each. Teachers are paid by the universities for their work as long as it does not conflict with duty hours.

Malone, who is teaching courses in computers that also can be used to prepare for commercial certifications, currently is looking into ways that Soldiers can take certification exams. He has found a testing location in Kuwait City, but is looking into getting testing centers placed on bases.

414TH CA BATTALION CELEBRATES COMPLETION OF MAJOR COMMUNITY PROJECTS

In the western region of Abu Ghraib, the Iraqi people have plenty to celebrate. In less than two months, their water has been made safe to drink, the condition of their mosque has been restored, and they now have a medical clinic close at hand.

PHOTO: SPC. CHAD D. WILKERSON, 372ND PAO

Sgt. Amy Fish, a member of the direct support team of the 414th Civil Affairs Battalion from Utica, N.Y., and local Abu Ghraib community officials cut the ribbon at the grand opening of the Abala Medical Clinic west of Baghdad.

During a recent ribbon cutting ceremony, members of the 414th Civil Affairs Battalion, an Army Reserve unit from Utica, New York, gathered with residents of the small community to witness the opening of the Abala Medical Clinic, which will provide primary medical treatment for the area. Previously, the residents had to travel 10 miles to receive medical treatment — a distance made much further by the fact that most people had no transportation.

"We're proud to open the medical clinic here because it is providing medical service for an under-serviced population," said Col. John Huntley, commander of the 414th.

While contractors began rebuilding the clinic, the 414th also acquired funds to repair the mosque next door. According to Staff Sgt. Louis Poliselli, leader of the 414th direct support team, this second project supported the Coalition forces' overall goal of winning the hearts and minds of the people.

"We were able to show that we were working with religious leaders. It didn't matter if they were Christian or Muslim. We just wanted to help everybody out, and that means a lot to the people here."

"We were able to show that we were working with religious leaders," he said. "It didn't matter if they were Christian or Muslim. We just wanted to help everybody out, and that means a lot to the people here."

As funds started coming in, the 414th went a step further by obtaining enough money to reroute the community's drinking water. According to Sgt. Amy Fish, a member of the direct support team for the 414th, previously the people in the area were drawing their water from wells containing a high concentration of sulfur, making it unsafe to consume.

"Now, we've tapped into a main line that is hooked to a purification system," she said. "From the main line, we ran drinking water pipes to the schools in this area, as well as to the medical center and the mosque, creating better living conditions for everyone."

"We are in the business of pulling together infrastructure," added Huntley. "The work we are doing today is going to help the country carry on by itself after we leave. So, we're interested in doing the best job we can, setting the stage for future success. It's just a start, but we're hoping to be a springboard to continued progress here."

422ND CIVIL AFFAIRS BATTALION ORGANIZES PLAYGROUND PROJECT

The prospect of a new and improved Iraq continued to unfold as the 422nd Civil Affairs Battalion of Task Force 1st Armored Division officially unveiled details for a major park renovation project in Baghdad. Anticipated to cost approximately $165,000, which is being funded primarily through grants and private donations, the project will include restoration of a historic fountain and surrounding flower garden area, as well as construction of a 500-seat soccer stadium for intramural teams, renovation of a pond, and development of a playground area with accompanying walkways.

According to Capt. Richard Cote, 422nd team leader, the project is designed to help erase the negative memories associated with the area, which formerly was a mass gravesite for Fedayeen soldiers killed during the initial stages of Operation Iraq Freedom. The 422nd already has cleared the area and turned the bodies over to the International Red Cross/Crescent for identification and family notification.

"We are trying to get the park back to the way it originally was 10 to 15 years ago," said Cote.

The project is expected to take two to three months to complete, starting with the clearing of accumulated war debris. Approximately 50 to 60 Iraqis will take part in the renovation, which will include additions such as concrete benches, and restrooms and showers for the soccer teams.

"This is strictly an Iraqi project," added Cote. "The 422nd is simply coordinating the details and providing the Iraqis the funding to help them do it. Our goal is to put local Iraqis back to work."

"This is strictly an Iraqi project. The 422nd is simply coordinating the details and providing the Iraqis the funding to help them do it. Our goal is to put local Iraqis back to work."

PHOTO: PFC. BLANKA STRATFORD, CFLCC PAO

Spc. Matthew Forester, 422nd Civil Affairs Battalion project coordinator, holds the ribbon marking the launch of a park renovation project in Baghdad.

To date, the 422nd has completed a variety of missions in the Baghdad area — everything from rehabilitating schools and creating playgrounds and soccer fields, to installing an Iraqi security force at the Al Ali Bus Terminal and amassing more than $190,000 in preliminary funding for the terminal's repair.

"In addition, we are getting ready to construct the first National Fire Academy for Iraq," said Cote, who is a firefighter for the Myrtle Beach, South Carolina, Fire Department in his civilian life. "This project will give the community a sense of ownership. It will boost their morale. And it will build better relations with the local Iraqi people."

461ST PERSONNEL SERVICES BATTALION HANDS OVER MAIL OPERATIONS

After enduring months of intense heat, long hours, dust, and spartan living conditions, the 461st Personnel Services Battalion, an Army Reserve unit from Decatur, Georgia, has nearly completed turning over military postal operations to contractors. According to Lt. Col. Steven Heggen, commander of the 461st, the turnover began last October when the first KBR postal workers began to arrive.

Previously, the Joint Military Mail Terminal was manned exclusively with Soldiers from the 461st and its down-trace units from the Guard, Reserve and Active Army. Now, with the exception of just a handful of postal unit Soldiers, the terminal is staffed almost entirely by KBR employees. The handoff was necessary because the Army does not have the number of postal units needed to support continued operations.

Up until the handoff, the terminal had processed more than 90 million pounds of mail, which was distributed by more than 1,100 mail convoys to more than a dozen points throughout Iraq. Mail convoys consisted of one to 12 tractor trailers, each hauling two 20-foot or one 40-foot mail-filled container daily. The convoys were escorted by military "gun trucks" — two or three five-ton trucks outfitted with gun turrets typically supporting a 50-caliber machine gun.

PHOTO: STAFF SGT. NATE ORME, 3RD PERSONNEL COMMAND PUBLIC AFFAIRS NCO

Army Reserve Soldiers with the 461st Personnel Services Battalion work in the redirect mail section of the Baghdad Joint Military Mail Terminal.

PHOTO: STAFF SGT. NATE ORME, 3RD PERSONNEL COMMAND PUBLIC AFFAIRS NCO

The cavernous interior of the Joint Military Mail Terminal in Iraq.

Originally, the terminal, which was opened to relieve the load on the Joint Military Mail Terminal in Kuwait, was in a total state of disrepair. It had not been used for more than a decade and, as a result, Army engineers were needed to modify the structure and to remove tons of debris before operations could begin. The building, which once may have served as an Iraqi Airlines cargo storage facility, was chosen because of its all-important loading docks and large covered area.

In its first months of operation, everything from electricity and water to hot meals were in scarce supply for the postal Soldiers. Meals Ready to Eat were served twice a day, while a small chow tent served hot meals once a day. Sleeping arrangements were set up wherever space allowed.

Despite the long hours and harsh conditions, the Soldiers maintained a positive attitude.

"The only thing that matters is whether the letter or package makes it into the hands of the Soldier."

"The only thing that matters is whether the letter or package makes it into the hands of the Soldier," members of the 461st were fond of saying.

As conditions improved, the 461st got the upper hand on the mail, conquering the logistical nightmare of supporting more than 100,000 troops constantly moving around a war zone, reducing delivery times to under 10 days. The last real challenge came during the Christmas mail surge.

"It was horrible," laughed Sgt. Janet Resto, a Soldier with the 912th Postal Company from Orlando, Florida, and a transportation traffic manager in her civilian job. "It began before Thanksgiving and lasted until the second week in January. We worked 14–18 hour days, but we never got behind. We even got Christmas off since we were caught up."

"Soldiers appreciate what we do here. They say thank you. It's nice to hear that," she added.

478TH CA BATTALION HELPS BUILD SUBURBAN CENTER TO EDUCATE WOMEN

Working with young women from the Karadah District of Baghdad, Army Reserve Soldiers with the 478th Civil Affairs Battalion from Miami, Florida, have helped build a women's training and education center dedicated to the memory of Bent Al Huda, a women's rights activist killed by Saddam loyalists in the 1980s. The center will be run by Sumeah Kokah, a home management teacher with 12 years of working experience.

"The center will be used to teach different people various skills designed to improve their quality of life," said Kokah, who plans to include teachings in history, as well as home economics, in the curriculum. "It will give the women who participate in the studies an opportunity to better themselves."

According to Maj. Danny Hassig, team leader with the 478th, Saddam Hussein never allowed women to receive any kind of education. So, the center represents a major step forward for these oppressed people.

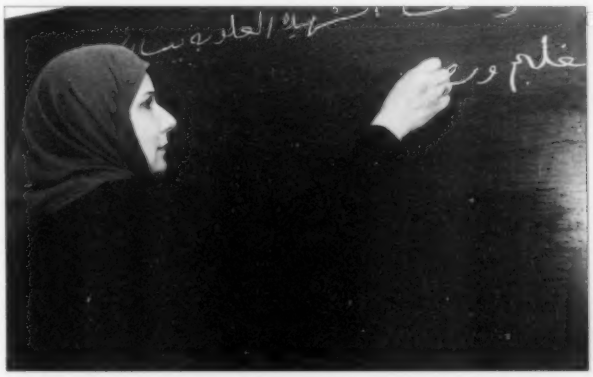


PHOTO: UNKNOWN

Sumeah Kokah teaching a class at the new Bent Al Huda women's training and education center in Baghdad.

PHOTO: UNKNOWN

Young Iraqi women attending classes at the new Bent Al Huda women's training and education center in Baghdad.

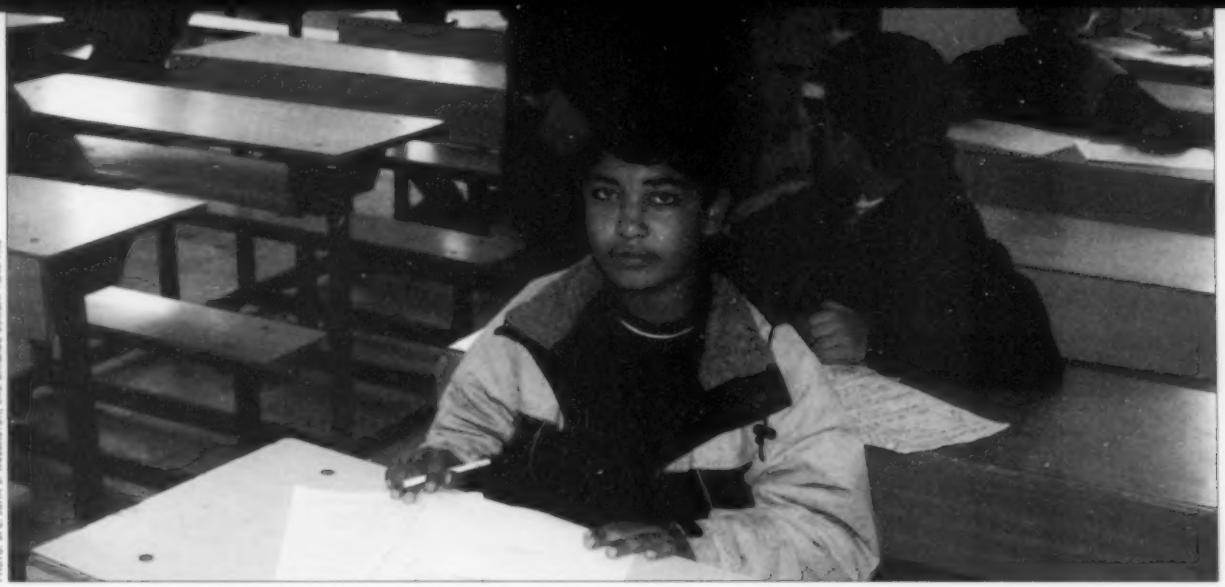


PHOTO: SPC. JOHN S. WOLLASTON, 3RD BRIGADE COMBAT TEAM 3RD

A student in the Al-Thabat School, located in Abu-Ghraib, is ready to begin a day's studies in his recently renovated school. Soldiers from the 490th Civil Affairs Battalion worked to repair the building and clear munitions.

490TH CA BATTALION HELPS REPAIR AND RENOVATE SCHOOLS

As the 414th Civil Affairs Battalion toiled in one section of Abu Ghraib, the 490th Civil Affairs Battalion, an Army Reserve unit from Abilene, Texas, assigned to the 3rd Brigade, 1st Armored Division, worked to renovate and repair several schools in another area of the same community. Buildings that had no electricity, running water or windows prior to the arrival of the 490th have now been completely restored. In addition, the schools have been cleared of all munitions that previously littered both school yards and classrooms making the area unsafe for returning school children.

A team from the 490th, known as GS-3, managed the financing for, and supervised reconstruction of, the schools. They hired the Al-Saniaa Contracting Company, a local business, to perform the work that was needed on the buildings. More than $35,000 was used on the Al-Thabat school alone to restore it to proper condition.

"It probably was the worst school in the area. The place basically had been gutted. There was a lot of damage to the masonry and to the classrooms, and there were Iraqi fighting positions dug into the front of the school as well," said one member of the 490th.

"The majority of the teachers and students were pleased that we came in and fixed the school," he added. "The school's head mistress, as well as the teachers, were all very positive. In addition, the school children would come up and thank us for the work we were doing."

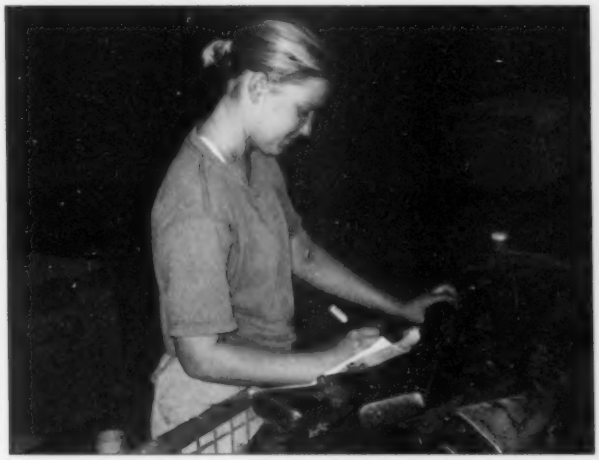
751ST QUARTERMASTER COMPANY ARMED TO THE TEETH

Since arriving in Iraq, members of the 751st Quartermaster Company, a direct support Army Reserve unit from Mesa, Arizona, has been armed to the teeth. Tasked with a non-standard warehouse mission to store, receive and issue Captured Enemy Equipment and Weapons (CEE), the unit has handled more than 80,000 captured enemy weapons and more than 1.2 million pieces of captured Class II (OCIE/Uniforms) items.

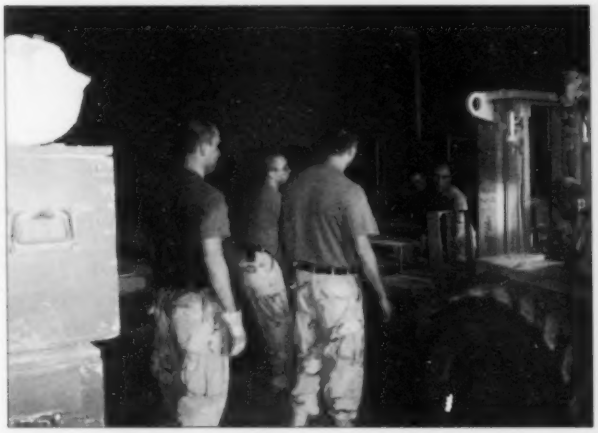
Every day, the Soldiers unload Iraqi warehouses filled with thousands of Class II items, relocating the captured items to the CEE warehouse, where they are entered into a computer database designed to make tracking the equipment more efficient. The database also possesses the capability to issue the CEE class II items and weapons in support of Coalition forces responsible for the training of the Iraqi Civil Defense Corps (ICDC), as well as the Iraqi police force.

Among the many accomplishments of the 751st are:

- ★ Outfitting more than 46 battalions of ICDC security forces with uniforms, OCIE and weapons.
- ★ Operating 15 warehouses with a staff of only 25 Soldiers
- ★ Unloading more than 24,000 weapons within a 24-hour period AR



A Soldier with the 751st Quartermaster Company inventories captured Enfield Bolt-Action Rifles.



Soldiers with the 751st Quartermaster Company move crates of captured new AK-47s.

PHOTOS THIS PAGE: UNKNOWN

A Soldier with the 751st Quartermaster Company checks out an RPD Machine Gun.

FLORIDA AND THE 478TH DEMONSTRATE THEIR LOVE FOR THE DEAF CHILDREN OF IRAQ

In April, Army Reserve Soldiers with the 478th Civil Affairs Battalion from Miami, Florida, visited the students of the Institute for Deaf Children in the Karadah District of Baghdad bearing gifts of clothing and toys. According to Maj. Danny Hassig, team leader with the 478th, the clothing and toys were donated by the residents of his home town, Blountstown, Florida, after he mentioned to his sister, Stephanie Moravek, via phone that the children needed just about everything one could think of.

On hand to deliver the first box of clothing was Lt. Col. Wilfredo Rosario, commander of the 478th, who noted, "These are special kids receiving gifts of love from special people in Florida. Our unit is happy to be able to link the two groups together."

Spc. Halbert Thomas of Miami helped the children open boxes full of shoes. He said, "The children taught me the hand sign for 'I love you.' It really wasn't necessary, however, because I saw the love and thanks in their eyes."

According to Sgt. Alicia Castellion of Miami, the visit to the Institute touched her deeply. "My visit to the Institute has been the best day I have had since coming to Iraq," she noted.

"Many of our Soldiers have children at home that we really miss," said Maj. John Uharriet from Pembroke Pines, Florida, and executive officer for the 478th. "Our visit gave us a chance to interact with kids, bringing with it all of the fond memories of home."

PHOTO: UNKNOWN

Army Reserve Soldiers with the 478th Civil Affairs Battalion from Miami, Fla., distribute clothing and toys donated by the residents of Blountstown, Fla., to children at the Institute for Deaf Children in Baghdad.

THE U.S. ARMY RESERVE COMMAND AUGMENTATION UNIT:

A NEW WAY OF CONDUCTING BUSINESS

Interview with Col. Octavia Parker
Commander, USARC Augmentation Unit
June 2004

The newly-formed U.S. Army Reserve Command (USARC) Augmentation Unit's mission is to transform the way the Army Reserve fills mission requirements with individual Soldiers. Activated on June 17, 2004, at the USARC in Fort McPherson, Georgia, Col. Octavia Parker has been assigned to command the unit.

USARC: What is the USARC Augmentation Unit (UAU)?

Col. Parker (Parker): Basically, the UAU was established under the USARC to manage the pool of Soldiers in the Individual Augmentee (IA) Program, which was created by the Chief, Army Reserve (CAR). Because of mission requirements, we have formed a direct reporting unit (DRU) of troop program unit (TPU) Soldiers who are able to be mobilized to augment the full-time staff to focus on operational missions and contingencies. We also will be able to utilize Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) personnel. In addition, we will be providing full-time operational support for the IA program.

One of our primary roles is to re-engineer the way we mobilize individual Soldiers — to create a streamlined system that enables us to efficiently mobilize IAs in order to meet the needs of the combatant commanders. In effect, we will act as a conduit between the Army Reserve Soldier and the unit. Eventually, we will use the IA program

to place Soldiers within specific units needing their particular grade and specialty.

USARC: How does the UAU plan to help fill current and projected mobilization vacancies within the Army Reserve?

Parker: Through the use of the UAU program, we will have a pool of available and deployable Soldiers able to fulfill operational missions above and beyond the current mobilization authority.

The actual mechanics of the program will begin with the combatant commander submitting his or her requirements to the Coalition Forces Land Component Command (CFLCC), who will then pass the requirements on to the Army G-3. The Army G-3 will be responsible for validating and prioritizing the requests, and for working with the Army G-1 to input the requirements into the Worldwide Individual Augmentee System (WIAS). The WIAS will be updated daily so that mission requirements remain current.

This will enable us to use volunteers rather than involuntarily mobilize other Soldiers.

With access to the WIAS, the UAU will match volunteers to the requirements based upon grade and specialty. This will enable us to use volunteers rather than involuntarily mobilize other Soldiers. There will be different categories in the IA program. There will be Soldiers who can fill requirements but are not in the IA program; Soldiers who do not match based on specialty and grade; and Soldiers who are in the IA program.

USARC: What are the benefits of the IA Program to individual Soldiers?

Parker: There are many benefits. First, there are many Soldiers who want to continue their participation in the Global War on Terrorism (GWOT), and this program will allow them to continue to serve as part of the war fight. Second, it allows Soldiers to gain valuable experience, enhance their career development, and receive additional skills training. All of this will enable the Soldier to be more prepared to perform his or her mission in the future as needed.

USARC: What are the benefits to the Army Reserve?

We will be looking at what the Army Reserve needs as a whole, but managing at the individual Soldier level.

Parker: First and foremost, this program will help us to develop future leaders in the Army Reserve. Further, when a Soldier is transferred into the IA program, it will not affect the unit's readiness because the unit can immediately backfill the position. Then, when the Soldier redeploys from his or her IA assignment, he or she will be guaranteed a position with their originating unit. This will allow unit commanders to be overstrength while maintaining the integrity of their units.

We will be looking at the entire Army Reserve inventory instead of focusing solely on individual vacancies and units. We will be looking at what the Army Reserve needs as a whole, but managing at the individual Soldier level.

It is a big challenge because there are numerous players competing for the same resources. However, I am confident that we are on the right path and that the program will pay big dividends in the future. AR

People in Focus

EARNING MEDALS UNDER FIRE IN IRAQ

During his year as an Army Reserve Captain in Iraq, Laurel, Maryland, attorney John E. Smathers helped foil a bank robbery, suffered partial hearing loss in one ear when a roadside bomb exploded near his convoy, engaged in ferocious firefights with Saddam Hussein loyalists, helped recover stolen Iraqi artwork, and endured searing 140-degree heat and debilitating bouts of dysentery.

But he came home with two Purple Hearts, four Bronze Stars and an Army commendation medal. He also brought home a broken left arm and cartilage damage in his left knee, injuries suffered during an ambush that Smathers and six fellow Soldiers and three friendly Iraqis barely survived.

In recent interviews, Smathers recalled his year at war and the ambush that almost took his life.

A former Prince George's County, Maryland, assistant state's attorney and a native of that county, Smathers specializes in civil litigation. In 2000, he won a record civil judgment in a Prince George's police brutality case — $4.1 million on behalf of Freddie McCollum, Jr., who was badly beaten by three officers and attacked by a police dog during an encounter that began as a traffic stop. Right now, however, he is arguing for the war in Iraq.

According to Smathers, the invasion was justified. The oppression that Iraqis, particularly women, endured under Hussein, on its own was enough to convince him that aggressive action was required.

"Seeing the way people live and the way people are treated was alarming. Saddam was tyrannical, and his regime had to be overthrown," said Smathers,

adding that conditions for women were particularly bad in rural areas.

"Seeing the way people live and the way people are treated was alarming. Saddam was tyrannical, and his regime had to be overthrown."

"The men would have three or four wives. The women would be out in the fields, harvesting crops with hoes and sickles," added Smathers. "The men would sit inside and sip tea. You'd see old ladies with hunchbacks, who had been harvesting their whole lives. It turned your stomach."

For much of his year in Iraq, Smathers and the other members of the 422nd Civil Affairs Battalion, an Army Reserve unit from Riverdale, Maryland, lived in a two-story, three-bedroom house belonging to one of Hussein's bodyguards. It was located in the "Green Zone," an area secured by U.S.-led forces.

During one final mission outside the Green Zone to assess the local food and water situation, Smathers' convoy was ambushed. He was in one of three SUVs containing seven American Soldiers and four Iraqis. Just south of Baghdad, the convoy slowed to ease into a bend in the road. At that moment, they were attacked.

"Soon as we hit that bend, all the windows exploded. It rained bullets," said Smathers.

The SUV lurched left and right, and finally flipped over moving 100 miles per hour. Upon being helped from the vehicle, Smathers, whose knees had been banged up in the crash, collapsed to the ground. He was injured, but alive. Both bones in his left forearm had snapped.

Smathers was driven to an area controlled by Polish troops and, from there, taken by helicopter to a field hospital, where a Polish doctor set his shattered arm with two metal plates. Later, Smathers was taken to a hospital in

Germany before being flown home and admitted to Walter Reed Hospital in Maryland. Physicians will soon determine whether he needs more surgery on his broken arm. It also is likely that he will need to have the anterior cruciate ligament in his left knee replaced.

As leader of a civil affairs team, Capt. Kevin Guidry chose Smathers as one of the Soldiers for his team. A West Point graduate and former FBI agent, Guidry met Smathers at Fort Bragg, North Carolina, in 2003, when they were both called up for training in preparation for the war.

"John [Smathers] was one of my first picks," said Guidry. "I picked him because of his intelligence and his level of physical fitness. In a place like Iraq, you need someone you can count on. John was someone I could count on to take over if something happened to me, or to take over part of the team if I had to split the team in two."

Last year, Guidry put Smathers in charge of half the team when the squad became de facto police officers and foiled a bank robbery in Baghdad. Guidry and his half of the team went into a bank where about eight men were stuffing cash into bags, while Smathers and four other Soldiers formed a perimeter around the bank.

When one of the looters ran out of the bank, some of the people in the crowd jumped on him, apparently thinking he still had money. Smathers fired three rounds into the air and pulled several people off the man, saving him from serious injury. The squad recovered $6.3 million in U.S. currency. Their find was part of a torrent of cash that U.S. forces have discovered while exploring Baghdad.

Smathers, who grew up with six sisters, said he was inspired to serve in the military by his father, who was an Army medic in World War II.

"I can't tell you how proud the family is of John's commitment to serve our country. We are proud that he followed his true convictions and placed the values of our country ahead of his personal ambitions."

"I can't tell you how proud the family is of John's commitment to serve our country," said Luanne Tano, one of Smathers' sisters. "We are proud that he followed his true convictions and placed the values of our country ahead of his personal ambitions."

OLDEST ENLISTED SOLDIER IN IRAQ TAKES PRIDE IN HIS MILITARY SERVICE

He has experienced the extremes of warfare — from behind a rifle to behind a desk. He has weathered two wars bracketing a generation in controversy — Vietnam and the current conflict in Iraq. And, at age 59, Sgt. 1st Class Clarence Kugler of Fort Lauderdale, Florida, also bears another distinction. According to the Army, he is one of the oldest enlisted Soldiers in Iraq.

"To me, it's become a badge of honor to stay in," said Kugler from the Coalition's secure Green Zone sector in Baghdad. "I appreciate the Army treating me like the other guys."

But Kugler is hardly like most other guys. The Army Reserve Soldier and member of the 478th Civil Affairs Battalion from Miami is a triathlon athlete — an Iron Man competitor who jogs daily and rides a mountain bike around base. He also is a person who takes more pride in helping the locals than carving notches on his rifle.

"Being in a civil affairs unit is almost like being in the Peace Corps," he said. "We actually work on projects with civilians so they don't really bother the Army."

Projects Kugler has been involved with include establishing a clothing center for women and obtaining hearing aids for deaf kids. According to him, local reaction has been extremely positive.

"When you go out there, people are waving at you. They're very friendly," he added.

Kugler's posting is a distinct departure from his initial entry into the military. He joined the Army in 1968 and, during three years' service, saw combat as a lieutenant in Vietnam.

"Unfortunately, I remember the days when the commander said we had to destroy the village to save it," said Kugler. "This time around, it's different. It's nice to be in the Army when you have the American people behind you — where you can be somewhat of a hero in the public eye."

After serving in Vietnam, Kugler returned to civilian life. He then joined the Army Reserve as an enlisted man for a brief stint in the mid-1980s. After landing a job with the U.S. Department of Labor in Fort Lauderdale in 1989, he stayed in the Army Reserve on a permanent basis.

"To me, it's become a badge of honor to stay in. I appreciate the Army treating me like the other guys."

Since then, he has had 13 different two-week postings in civil affairs missions across South and Central America, including earthquake relief work in Panama, medical work as a vet in Ecuador, and road building in Honduras. Last year, Kugler spent four months in Hungary as an instructor for the Iraqi Free Forces.

When his unit was assigned to Iraq in February, Kugler, given his age, could have opted out. But that would have meant saying farewell to buddies he's known for 13 years.

"What was just a military partnership evolved into a deep friendship," he said. "I wasn't going to let them go off without me."

"What was just a military partnership evolved into a deep friendship. I wasn't going to let them go off without me."

In Baghdad, he starts every day with an hour's run.

"It's beautiful over here in the morning," he adds. "Besides, if you can outrun 90 percent of the unit, no one is going to make too much fun of you — despite your age."

The aging warrior figures his days in uniform are numbered, and his last military adventure may end on the banks of the Tigris.

"I think they are going to put a boot to my rear end at age 60," said Kugler. "There will be a golden walker presented to me."

If so, Kugler plans to resume his job, his coaching work, and his athletic competitions. He's one old Soldier who won't just fade away.

Sgt. 1st Class Clarence Kugler in front of Monument Park in Baghdad, which is across the street from the Convention Center where he works.

PHOTO: SGT. 1ST CLASS PETER RIMAR

FINANCE AND THE MILITARY NOT NECESSARILY STRANGE BEDFELLOWS

U.S. Army Reserve Sgt. Glenn Corliss is back from Baghdad, and he says he believes Iraq is well on its way to laying down its entrepreneurial roots.

"All you have to do is walk through the Karadah district of Baghdad. It looks like Times Square now," said the 31-year old Corliss, who is a Wall Street vice president in his civilian life.

Corliss is about to return to his regular assignment identifying acquisition targets for One Equity Partnerships, the private-equity arm of Bank One Corporation. He joined the Army Reserve a month after the 9/11 terrorist attacks, and was called up in February 2003.

According to Corliss, he enlisted as a non-commissioned officer because he felt it was the quickest way to get to Iraq. His biggest project while in Iraq was helping build an entrepreneurial culture.

"Some of the local talent already was up to snuff," said Corliss. "Most notably, there was a guy who sold pizzas to everyone in the Green Zone [the protected area in Baghdad]. He actually managed to make Western-style pizzas that tasted just like something out of Chicago. He knew how to price it and how to sell it."

Others, according to Corliss, needed schooling on such business basics as product pricing and how to buy raw goods competitively.

Realizing he needed to provide something more than just a quick, off-the-cuff seminar, he teamed up with the National Foundation for Teaching Entrepreneurship, a U.S. organization that trains inner-city children to open their own companies. The Foundation also runs educational programs in many countries making the switch to market-based economies.

With their help, Corliss trained approximately 20 Iraqi teachers, who in turn are putting thousands of Iraqis through 70-hour training programs.

In another effort, he helped the University of Baghdad's College of Administration and Economics, which had been stripped down to the blackboards following looting last year. To get the College back up and running, he approached the Business Roundtable, which raised more than $2 million from Pfizer, Inc., FedEx Corp., Microsoft Corp. and others, to support his efforts. The money has been used to re-supply the College, as well as other Iraqi schools, with books, computers and other needs.

"According to Corliss, he enlisted as a non commissioned officer because he felt it was the quickest way to get to Iraq."

Whether these efforts ultimately will have an effect, Corliss is convinced that small- and medium-sized businesses can spark real growth in the country. AR

ARMY RESERVE SOLDIER TOPS MILITARY FIELD AT NATIONAL CYCLING CHAMPIONSHIPS

A 30-year old computer specialist with the 7th Army Reserve Command, who also is a member of the All Armed Forces Cycling Team, took top honors in the military category of the U.S. Elite Cyclocross Championships held recently in Portland, Oregon. Staff Sgt. Michael Gallagher of the 7th ARCOM's G-6 (Information Management), who took 20th overall in a field of more than 75 nationally ranked cyclists, described Cyclocross as "a little bit road and a little bit off-road."

Cyclocross grew out of WWI, when cyclists carried messages from command posts directly to the front lines. To take the most direct route, cyclists often were required not only to ride, but also to run with and carry their bikes over, around and through the mud and obstacles of the battlefields of Northern Europe.

After placing first in a regional event in Europe and consistently doing well on the European circuit, Gallagher caught the eye of the Armed Forces Cycling Team manager in Europe. That led to his selection to compete in the National Cyclocross Championships. From here, his goal is clear.

"The Armed Forces Cycling Team has four slots in the Olympic Trials Road Race," added Gallagher. "I am going to earn one of those slots."

PHOTO: LT. COL. JON DAHMS, 7TH ARCOM PAO

Staff. Sgt. Michael Gallagher of the 7th ARCOM's G-6 (Information Management) took top honors in the military category of the U.S. Elite Cyclocross Championships recently held in Portland, Oregon.

Global News

EXERCISE NEW HORIZONS 2004

Exercise New Horizons 2004 officially kicked off in March during a ceremony attended by Guatemalan president Oscar Berger, U.S. Ambassador to Guatemala John Hamilton, and other Guatemalan and U.S. dignitaries. Exercise New Horizons 2004 is a joint and combined exercise sponsored by the U.S. Southern Command working with the Government of Guatemala to perform humanitarian and civic assistance projects, including exercise-related construction and medical readiness activities.

The U.S. service members deployed to Guatemala as part of Joint Task Force Quetzal are working side-by-side with soldiers from Guatemala to build schools and hospitals, as well as to drill wells to provide fresh drinking water for the local population.

At the opening ceremonies, Berger thanked the assembled Guatemalan soldiers and U.S. Soldiers, airmen and sailors, saying "I'd like to thank the U.S. military and the U.S. authorities for the effort they are committing to producing a better infrastructure for our beloved Jutiapa and its people."

"Today, a process begins in which not only military information will be shared, but also the human sides of the U.S. and Guatemalan militaries," he added. "The rebuilding to be done follows years of internal strife, and will be of great benefit to the Jutiapan people."

Berger also noted that the exercise is a symbol of the union and friendship between the United States and Guatemala — a symbol that militaries can collaborate with one another when the principal interests are people, freedom, and democracy.

Hamilton echoed the president's words, saying that the timing of New Horizons, which coincides with a massive transformation in the Guatemalan military, is positive for all involved.

"The humanitarian effort to construct community services, such as schools and clinics and [other structures], is good for the modern military. And this effort, in particular, gives militaries the opportunity to work side-by-side at the same time they improve the way of life for the people of Guatemala," he said.

The service members spent the first several weeks in Guatemala building a base camp prior to moving into the surrounding area to begin civil construction jobs.

"It truly is an honor and a pleasure to command a group like this and to be able to help our Guatemalan friends and allies," said Col. Tim Welch, commander of Task Force Quetzal. "The majority of the Soldiers are from the U.S. Army Reserve, but we also have active duty Army and Navy, as well as Air Force Reserve and U.S. Marines all serving together. I hope we can bring a better future to the people of the state of Jutiapa."

Pres. Berger meets with participants and discusses the exercise during a visit.

PHOTOS THIS PAGE: SGT. NICK MINECCI, 214TH MPAD, 99TH RRC

UNITS PARTICIPATING IN EXERCISE NEW HORIZONS 2004

Army

Company A, 1st Battalion, 228th Aviation Regiment
65th Regional Readiness Command
214th Mobile Public Affairs Detachment
252nd Signal Company
213th Field Hospital
302nd Mobile Public Affairs Detachment
322nd Quartermaster Detachment
336th Engineer Detachment (Firefighters)
343rd Medical Company (Ambulance)
375th Quartermaster Detachment (Tactical Water Delivery System)
396th Medical Company (Ambulance)
416th Engineer Command
611th Engineer Company (Light Equipment)
647th Area Support Group
818th Maintenance Company (Direct Support)
844th Engineer Battalion (Combat)(Heavy)
873rd Quartermaster Detachment (Water Purification)
949th Medical Detachment (Veterinary Services)

Air Force

442nd Civil Engineer Squadron
514th Civil Engineer Squadron
913th Civil Engineer Squadron

Navy

Naval Mobile Construction Battalion 5

Marine Corps

8th Engineer Support Battalion

ARMY RESERVE ENGINEERS PROVIDE SECURITY FOR JOINT TASK FORCE

For one engineering unit in particular, Exercise New Horizons 2004 truly offered new horizons. That is because Army Reserve Soldiers from the Cincinnati-based 611th Engineer Company (Light Equipment), 983rd Engineer Battalion (Combat)(Heavy), 88th Readiness Command, spent their time in Jutiapa, Guatemala, providing security and force protection for members of the Joint Task Force instead of performing their typical mission.

According to Capt. Jon Brierton, commander of the 611th, providing security to the Joint Task Force was a daunting task for his 15 Soldiers, whose average age is 25 years old. But it was good experience for his troops, who he says are up to any challenge thrown their way.

"A lot of the engineer units being deployed to Iraq and Afghanistan essentially are doing what we did during New Horizons — providing force protection and security at base camps, airports, etc. So it was a perfect exercise for my company, who can handle pretty much anything, " said Brierton.

"Before we deployed to Guatemala, all of my Soldiers knew this was going to be their mission, and I think they were pretty excited about it. It was something different, and also one of our wartime tasks," he added.

To ensure they provided the best security coverage they could, Brierton said he took his Soldiers on an aerial, as well as a wheeled-vehicle, reconnaissance of the base camp and the job sites. They then established security by stringing more than 2,400 meters of concertina wire around the compound.

According to Spc. Casey Krouse, a general construction equipment operator in the 611th, he was excited about the deployment the minute he heard about it.

"I thought it would be interesting because it was going to be something different," the Mason, Ohio, native said.

"It also was a bonus to deploy to a Central American country," said Staff Sgt. Erwin Kohlmorgen, the unit supply specialist for the 611th who acted as the noncommissioned officer in charge of the security section while in Guatemala.

"We loved it — absolutely loved being in a foreign land," the Cincinnati native added. "Getting the chance to connect with the Guatemalan soldiers every day also was a really big plus. Many of us have exchanged addresses with them and plan to stay in contact."

PHOTO: SGT. NICK MINICCI, 214TH MPAD, 99TH RRC

According to Spc. Thomas Lewis, a heavy construction equipment operator with the 611th who hails from Westchester, Ohio, it was the best annual training he ever went on.

"It was incredible," he said. "A real cultural exchange. I learned Spanish and taught them English. It was the opportunity of a lifetime."

Because force protection is one of the 611th's Mission Essential Task List tasks, Brierton said participation in New Horizons was invaluable.

"We had the opportunity to perform all types of security operations during the exercise — manning guard posts, going on roving patrols, etc. That was our mission during New Horizons. Protecting our equipment and the other Soldiers," he added.

DYNAMIC DUO RELISH DISHING MEALS TO TROOPS

Barbecue ribs, macaroni and cheese, corn, fresh fruit and fresh salads, and peppermint patty brownies — that's just some of the items prepared by two Army Reserve noncommissioned officers for the Soldiers of Joint Task Force Quetzal. Staff Sgt. Philander Jones and Sgt. Amy Bellamy, both of whom profess a love for their job and a dedication to their customers, have been working together in the kitchen of the 312th Field Hospital, 81st Regional Readiness Command, for more than a decade. In Guatemala, they provided two hot meals a day for service members participating in Exercise New Horizons 2004.

Both Soldiers say there is nothing they would rather do in the Army Reserve than feed the troops in the field. "I chose this MOS [Military Occupational Specialty]. It's not something I was just put into," said Bellamy, a 38-year old Asheville, North Carolina, resident. "I love to see people happy and, when it comes time to eat after a day in the field, they are thrilled to have hot food."

"It's hard, hard work, but I love it," added Jones. "In Guatemala, we were up at 2:30 every morning and in the kitchen about 3:00 a.m. to start the day. We are used to working in the hospital's field feed system, so working in a mobile kitchen trailer was something we were not used to. But it still was rewarding."

When assigned to a field hospital, Bellamy says her work is not too far removed from her civilian job.

"I used to work in the food services department of a civilian hospital. Now, I work as a civilian surgical technician in the operating room," she said.

"We usually got out of the kitchen at about 8:30 or 9:00 p.m. So, it was a very full day," said Jones, a truck driver in his civilian job in Exmore, Virginia. "We were feeding about 350 to 400 people per day between the U.S. Soldiers and the Guatemalans. I loved the interaction with the Soldiers, sailors and airmen."

"It is important to us that we serve the best meal we can," added Bellamy. "We want to make sure that the food tastes good and it is something the Soldiers want to eat. My rule is — never serve something to the other Soldiers that I would not serve to my own children." AR

AN HONOR FOR AN HONORABLE MAN

When service members living and working at Base Camp Quetzal were asked to discuss Staff Sgt. Erwin Kohlmorgen, they all spoke about the respect and fondness they felt for him. Kohlmorgen is the unit supply specialist for the Cincinnati, Ohio-based 611th Engineer Company (Light Equipment), 893rd Engineer Battalion (Combat) (Heavy), 88th Regional Readiness Command, and was the non-commissioned officer in charge of Task Force Quetzal security forces.

During his mission in Guatemala, Kohlmorgen worked an average of 18 hours per day keeping the security forces running smoothly, conducting rehearsals for the Security Reaction Force, and making sure the unit's supplies were accounted for and the Soldiers' needs met. In addition, Kohlmorgen willingly accepted responsibility for providing chapel services for the service members because there was no chaplain on site.

"It was brought up in an NCO meeting that there was no chaplain on site. Therefore, if there were going to be chapel services, someone who ministered in the civilian world needed to volunteer. So I went and volunteered to perform the services," said Kohlmorgen, a 40-year old father of two and a children's pastor with the United Pentecostal Church in Cincinnati, Ohio.

Being a children's pastor and not an ordained minister did not seem to bother the Soldiers who attended Kohlmorgen's chapel services. Instead, they said the fact that he stepped in to fill the void showed tremendous strength of character.

"He thought of others before himself. He is a wonderful guy," said Sgt. 1st Class Arthur Boone, a medical logistics specialist with the 312th Field Hospital.

"The fact that he put himself out there and that he did such a good job says a lot about him," said Spc. Caniece Rhyne, a Soldier with the 322nd Quartermaster Detachment from Kansas City, Kansas.

The opportunity to deploy with his company to Central America was something Kohlmorgen said was too good to pass up, and he said that being there was everything he hoped for.

"I feel so good about what we are doing there. It makes me realize what an honor it is to do this job," he said.

PHOTO: SGT. NICK MINECCI, 214TH MPAD, 98TH MRC

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF, ARMY RESERVE
2400 ARMY PENTAGON
WASHINGTON, DC 20310-2400

REPLY TO
ATTENTION OF

May 17, 2004

Fellow Army Reserve Soldiers:

By now, you have probably heard various accounts of detainee abuse at the Abu Ghraib detention facility in Iraq. Army Reserve Soldiers are named in most of these reports.

These offensive acts undermine and conflict with the emphasis on strong values and respect for law and ethics to which this institution adheres. The individuals who allegedly committed these crimes against detainees in Iraq will be dealt with in accordance with the due process of law and the Uniform Code of Military Justice. Though the media reports may make it appear this matter was just uncovered, the public revelations are actually the result of a thorough, deliberate effort to ensure the detention facilities were being operated correctly, an effort instituted after a courageous Soldier stepped forward.

As Commander of the US Army Reserve Command, I accept my responsibility to lead this organization in a manner fully consistent with the law and Army values. The Army Reserve's mission is to provide trained and ready units and Soldiers to the Army. To ensure we can accomplish this mission, my job is to set and enforce the policies and standards that our organization and its members will follow. It is also my responsibility to ensure our organization remains sensitive and responsive to the needs of our Soldiers, their families and employers.

As Soldiers in this organization, we all accept responsibilities, and at all times are responsible and accountable for our personal actions and conduct. When we take the oath of service, we agree to support and defend the Constitution of the United States. The oath is a promise and a commitment. It is enduring and inescapable.

Wearing the uniform means taking responsibility for our actions by living the Army values and the Warrior Ethos. Integrity means we do what is right, legally and morally. Personal courage means we face fear, danger and adversity. Selfless service means we put the welfare of our Nation, the Army, and our subordinates ahead of our own. The Warrior Ethos makes a difference on the battlefield: I will always place the mission first. I will never accept defeat. I will never quit. I will never leave a fallen comrade. Throughout history, Soldiers have lived the American values and upheld the standards of ethical conduct that laid the foundation for the law of land warfare and the Geneva Convention. Make no mistake — living the Army values and the Warrior Ethos is not easy to do, but it is the right thing to do.

Finally, as a member of the Army Reserve, we assume a leadership role both within the organization and elsewhere. Family, friends, neighbors, co-workers, business and community professionals in our hometowns admire and respect our service and sacrifice. Our daily actions should reflect that trust and confidence. Leaders at all levels must do the right thing for the right reason — always!

For all these reasons, duty in the Army Reserve represents a serious commitment of purpose. As members of the Army Reserve, we accept a shared responsibility to ensure the integrity of the institution that has been an integral part of the Army for nearly 100 years. We have suffered many casualties in this war. We cannot and will not allow our reputation as selfless servants upholding the highest values to become one of those casualties.

As we continue our mission, we must honor the sacrifice of our fallen, wounded, and captured comrades by conducting ourselves, at all times and in all situations, in a respectful and law-abiding manner. I am proud of you, the magnificent men and women who volunteered to fill the ranks of the Army Reserve. God Bless you, your family, your employers, and the United States of America.

James R. Helmly
Lieutenant General, US Army
Chief, Army Reserve

IN THE NEXT ISSUE

THE YEAR OF THE ARMY RESERVE LEADER

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